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DIGITAL TRANSFORMATION OF HUMAN RESOURCE MANAGEMENT: A CROSS-COUNTRY PERSPECTIVE

The study conducts a cross-country comparative analysis of digital HRM practices in the Republic of Korea, Japan, and Singapore to formulate practical recommendations for the Kazakhstani civil service. It explores the impact of artificial intelligence, automation, big data analytics, and digital platforms on optimizing HR processes, improving administrative efficiency, and enhancing workforce management. Applying a benchmarking methodology, the research systematically examines best practices in personnel management, recruitment, performance assessment, and professional development across digitally advanced nations.

Despite challenges such as data accessibility limitations and institutional variations, the study offers actionable recommendations for Kazakhstan's public sector, including AI-assisted recruitment, digital HR training platforms, and international knowledge exchange initiatives. The research concludes that integrating global best practices in HR digitalization can significantly improve Kazakhstan's civil service operations, strengthening its efficiency, transparency, and adaptability to contemporary governance demands. For digital transformation, it is proposed to use advanced technologies of artificial intelligence, big data analysis, data-based decision-making, as well as improving the digital literacy of civil servants and citizens.

Keywords: human resource management, ecosystem, centralized services, digitalization, civil service, comparative analysis.

Introduction

The functions of human resource management (HRM) have undergone a continuous evolution, reflecting their inherently dynamic nature. The modernization of HRM has been significantly shaped by technological advancements, particularly the integration of digitization into traditionally labor-intensive HR processes. As automation and artificial intelligence (AI) increasingly assume roles previously managed by HR professionals, the need for adaptable and strategically driven HR functions remains critical to effectively address contemporary workforce management challenges. The global expansion of the labor market and the growing importance of business analytics as a strategic organizational capability have further transformed HRM practices.

This study aims to conduct a cross-country analysis of personnel management system development and its digitalization, with the objective of formulating practice-oriented recommendations for the Kazakhstani civil service. The widespread availability and adoption of emerging technologies have catalyzed profound changes in HRM theories and organizational practices. The literature on HRM has been extensively influenced by technological innovations, underscoring the significance of digital transformation in shaping modern HR strategies.

Historically, the assessment of value in HRM was predominantly determined by the tangible benefits associated with products and services. However, contemporary approaches to value determination have become more intricate, emphasizing customer experience as a pivotal factor. Beyond the mere acquisition of a product or service, the overall convenience and appeal of the purchasing process have gained prominence. Ecosystems are now positioned to offer consumers novel customer experience paradigms, with potential advantages and challenges for individuals and society at large.

The development of competency frameworks is essential for the effective management of human resources, as highlighted in previous research (Midhat Ali et al., 2021) [1, p. 1]. Furthermore, systematic literature reviews have contributed to the theoretical advancement of HRM in the context of digitalization, delineating critical areas for future exploration (da Silva et al., 2022; Garg et al., 2022; Ammirato et al., 2023) [2, p. 109]; [3, p. 2]. Within HRM, machine learning applications have demonstrated notable efficacy in recruitment and performance management, with decision trees and text-mining algorithms being widely utilized for classification tasks (Garg et al., 2022) [4, p. 1595].

Given the pivotal role of the workforce in the success of digital transformation, it is imperative to comprehend how digital technologies facilitate fundamental changes in HRM practices (da Silva et al., 2022) [2, p.

111]. AI, in particular, possesses transformative potential in HRM, enhancing efficiency, accuracy, and data-driven decision-making. AI-driven advancements in recruitment, talent management, learning and development, performance evaluation, and workplace safety have been identified as key areas of impact. The integration of AI into HRM is expected to improve organizational efficiency and effectiveness (Murugesan et al., 2023) [5, p. 3]. Additionally, research has elucidated the extent of AI applications in HRM functions, leading to the development of conceptual models that illustrate AI's role in HR decision-making processes (Qamar et al., 2021) [6, p. 1345].

From a strategic HRM perspective, identifying and addressing research gaps in HR Information Systems (HRIS) is crucial for directing future research agendas (Votto et al., 2021) [7, p. 3]. A comprehensive review of Big Data implications for HRM has revealed that this paradigm shift offers new methodologies for employee data management, presenting significant opportunities alongside technological, methodological, and ethical challenges (Garcia-Arroyo and Osca, 2019) [8, p. 4351].

The systematic examination of HRM technology research has been instrumental in identifying empirical themes and developing conceptual frameworks that highlight the antecedents and outcomes of disruptive technologies in HRM. Studies have empirically validated the determinants of electronic HRM (E-HRM) adoption, demonstrating the positive outcomes associated with communication technology support in HRM functions (Priyashantha, 2023) [9, p. 24]. Additionally, critical factors influencing the adoption of HR analytics, including technological, organizational, environmental, data governance, and individual considerations, have been identified (Shet, 2021) [10, p. 312].

Lastly, literature-based systematization efforts have contributed to an expanded understanding of key concepts and research trajectories in HR analytics. These efforts have delineated multiple avenues for advancing HR analytics as a field, reinforcing its relevance in contemporary HRM discourse (Margherita, 2022) [11, p. 2].

Materials and methods

Aligned with the study's objectives, the central research question is formulated as follows: What advanced digital solutions are most suitable for the Kazakhstani civil service?

To address this inquiry, a cross-country comparative analysis has been employed, focusing on identifying and evaluating best practices in digital HRM implementation. The study examines the experiences of the Republic of Korea, Japan, and Singapore – nations recognized for their leadership in information and communication technology (ICT) development and civil service excellence. The

benchmarking methodology underpins this analysis, allowing for the systematic identification of best practices across different national contexts.

Despite inherent challenges in cross-country comparative analysis, such as data availability constraints, cultural variations, and selection bias, the study aims to generate valuable insights into the digitalization of HRM. The research framework is structured into several key phases: defining the research objective, selecting countries for comparison, conducting data collection, choosing an appropriate methodological approach, establishing a comparison framework, performing analysis and interpretation, and formulating conclusions and recommendations.

The subsequent section presents a comparative analysis of three Asian nations: Republic of Korea, Singapore, and Japan, against Kazakhstan's current context. Each case study is examined through a structured lens, considering the following dimensions: (1) an overview of the country's civil service system, (2) the authorized government body responsible for public service management, (3) a brief characterization of the public service framework, and (4) key achievements in the digitalization of public administration.

This analytical approach enables a comprehensive evaluation of digital HRM advancements, offering a basis for deriving practice-oriented recommendations for the Kazakhstani civil service.

Results and discussion

Following the research question above this section examines the experience of key advanced countries in the field of digitization and public sector development. They are: Republic of Korea, Singapore, Japan, and Kazakhstan. The countries take first places in terms of innovativeness of civil service, digital transformation and personnel management initiatives.

CASE 1: Personnel Management System in South Korea

Description: centralized management system.

Authorized body: The Ministry of Personnel Management regulates personnel issues.

Brief description of the public service system:

There are three types of government employees:

– career employees (administrative and other employees) – pass the competitive examination for Civil servants (Gosi);

– political appointees (appointed by election or requires the approval of the National Assembly);

– contract employees (pass the appropriate competition).

In 2005, the Ministry of Personnel Management, in the Law "On Civil Servants", laid the legal foundations for the active implementation of affirmative

action policies in order to achieve genuine gender equality and create opportunities for representatives of social minorities and disadvantaged segments of the population, such as people with disabilities, regional and local talents, people who have received education in the field of science, technology, engineering and mathematics, as well as low-income individuals. Working conditions are created in which certain persons have the opportunity to fully demonstrate their abilities [12].

Digitalization. The On-nara Business Process System manages the work of the government, standardizes and integrates the business processes of central and local authorities using the BRM-Business Reference Model. Specialized e-government systems are integrated with On-Nara. The system employs more than 362 thousand officials from 154 departments of central and regional importance. Personnel issues and other official documents are managed through this system.

Personnel management system: e-Saram. The system integrates and manages data related to personnel, salaries, performance evaluation, education and training, as well as the service of government employees, and uses IT technologies to automate and optimize related tasks [12]. The system records all the necessary personal and professional data about applicants, which allows you to evaluate performance and make decisions about further promotions, up to retirement. This system provides employees with information about training and professional success. Based on the results achieved, the system automatically plans actions for career growth.

Electronic recruitment system for public service: Government e-Recruitment System. This system is designed to apply for a public position, which ensures transparency through open access to information for all interested citizens, and objectivity through an automated selection process at the initial stage of application [12].

Cloud technology for storing and managing data on government employees: GovHR Cloud. This system ensures transparency of processes by providing data on applicants, employees and their career path.

The platform of the Korean Institute of Public Administration: KIPA e-Learning Platform. The platform allows civil servants to receive training and advanced training on various topics.

Shared Service Center in South Korea. The National Institute for Human Resource Development is focused on the provision of educational services, training and development of civil servants. The Ministry of Personnel Management is the main organization that develops and implements human resource management policy and centralizes HR functions for other government agencies [12].

CASE 2: Personnel Management System in Singapore

Description: advanced.

Authorized body: the Public Service Division under the Office of the Prime Minister, which oversees human resources policy and strategy. The Public Service Commission deals with appointments, promotions and disciplinary issues for senior positions.

Brief description of the public service system: Singapore's public service system is widely regarded as one of the most efficient, meritocratic and visionary in the world. It is a key element of the country's public administration, ensuring its rapid development and ability to adapt to global challenges [13].

Digitalization. The integration of digital technologies to improve governance, urban life and the provision of public services. Projects such as MyInfo (consolidation of personal data) and SingPass (digital identification) simplify interaction with government services.

GovTech supports the digitalization of human resources management through tools and platforms as part of its Digital Workplace initiative. This package includes applications such as Forums for creating forms, Postman for mass communication and other digital tools that simplify the processes of personnel management and administration. They are accessible through the government's internal network and facilitate smooth cooperation in the public sector [13].

Share Service Center to increase efficiency and introduce innovations in their public service. One of the most striking examples is Vital, the central CSR for the Singapore public sector. It provides back office support in areas such as human resource management, payroll and finance. Vital pays special attention to the standardization and rationalization of these processes, allowing individual institutions to focus on their core functions.

CASE 3: Personnel Management System in Japan

Description: Public service based on the principle of merit accounting.

Authorized body: The National Personnel Authority ensures fairness in the management of personnel in all bodies of the national government.

Brief description of the public service system: the Japanese system is based on both political neutrality and merit-based appointments. However, the system also allows for some political influence, especially in relation to high-ranking officials. Ministers have official authority to appoint civil servants to certain positions [14].

Digitalization. Japan is gradually introducing technologies to optimize and modernize the administrative functions of the civil service. This includes the integration of e-government initiatives and the use of digital platforms for data management and operations of public services, which aims to improve the effectiveness of recruitment, performance assessment and interagency coordination.

Digitalization of human resource management in the civil service is part of a larger public sector reform initiated by the creation of a Digital Agency in 2021 [14].

Shared Service Center. In Japan, the concept of shared service centers in the public sector has not been developed, although it is widely used in private companies. Local governments maintain decentralized structures for the management of personnel and other administrative functions.

CASE 4: Personnel Management System in Kazakhstan

Description: a positional model with elements of a career model prevails.

Authorized body: Agency for Civil Service Affairs.

Brief description of the public service system. As of January 1, 2024, the full–time number of civil servants was 90,583, the actual number was 83,009. Civil service is characterized by stability and low turnover. In 2023, the share of net turnover was 4.9 % (in 2022 – 4.7 %, in 2021 – 6.2 %, in 2020 – 5 %). In order to strengthen the capacity of government personnel management services, including personnel needs analysis, the Presidential Academy of Public Administration has established the Institute for Human Resource Management, which began its work on January 1, 2024 and will work in five areas: competence assessment, HR analytics, talent management, information system testing and maintenance [15].

Digitalization. The permanent digitalization of personnel processes in the public sector is inextricably linked to the digital transformation of the public administration system. Kazakhstan's leading positions in the E-Government Development Index and E-Participation Index demonstrate the high level of digital governance in the country. Along with the launch of the e-government portal, the e-Qyzmet information system has been fully operational since 2016 (developed in 2013).

Thus, one of the key objectives of the Concept for the Development of Public Administration until 2030 is to simplify the process of entering civil service, reduce bureaucracy and introduce a new automated personnel selection system. In this regard, if earlier the e-Qyzmet system covered only the internal personnel processes of government agencies, and then in 2023-2024 automated selection procedures for civil service have been launched. The external portal of e-Qyzmet allows participating in the selection remotely and minimizes the human factor due to anonymity.

Currently, selection and admission to public service in the e-Qyzmet system have been successfully implemented in 68 government agencies, and implementation in the remaining 26 government agencies will be completed this year. Since January 1 of this year, work has been underway to connect about 2,400 subordinate organizations of 37 government agencies, which employ more

than 500,000 people. In the future, it is planned to use the capabilities of artificial intelligence based on KazLLM at the selection stages [15].

The impact of Covid-19 and the events in January, 2022, when government employees were forced to switch to remote work, there were key factors in the significant shift in the digitalization of personnel management. In addition, an important factor is the political agenda, the global context, as well as the tasks set out in the country's strategic documents.

Thus, the agenda for further development within the framework of the Concept for the Development of the Civil service of the Republic of Kazakhstan for 2024–2029 and the Concept for the development of artificial intelligence for 2024–2029 is the further digitalization of HR processes. Studying global trends and within the framework of the transition to the digital format of personnel selection, the logical step is the introduction of artificial intelligence, the creation of a digital profile of a civil servant, as well as the automation of mentoring, training and other personnel procedures.

Shared Service Center. In 2018, the Agency for Civil Service Affairs established a Common service Center for personnel records management, which increased the labor productivity of one personnel officer by 14 times. So, instead of 30 people, he served more than 400. Personnel operations were supposed to be conducted exclusively in electronic form through the e-Qyzmet system. Also, as the next stage, measures were taken to centralize the field of public procurement and the Agency's legal service. In the future, it was planned to completely centralize the functions of the financial departments of government agencies. However, due to the change of political leadership, as well as the lack of adequate support from government agencies, this project was completed without further development.

Thus, the creation of a unified ecosystem of the civil service will ensure the effectiveness and transparency of personnel management.

Summarization of country comparative analysis is provided in the table 1 and recommendations below.

Table 1 – Comparative analysis of leading foreign practices in the field of human resource management in the civil service

Country	**South Korea**	**Singapore**	**Japan**	**Kazakhstan**
Basic principles	Development of digital technologies, result orientation	Accountability, high quality of service, flexibility and adaptability	Merit accounting, but political influence remains	Merit based, citizen-centric, positional model

Tools	Automated assessment and planning systems	Advanced digital solutions in the field of personnel management	Technologies are being introduced gradually, and the autonomy of local authorities is maintained	e-Qyzmet is the first informational and analytical tool introduced in the Eurasian space
Technologies	Forecasting using AI, automation of HR processes	Big data analysis, predictive analytics, artificial intelligence	Digital process automation solutions	Digital HR processes, onboarding, talent management
Training and development	Programs using big data to assess skills	A personalized approach	Continuous capacity building	Competency based
Employee engagement	Motivation systems through achievements	Employee engagement through consideration of their needs	A hierarchical approach	Monetary and non-monetary incentives
Inclusivity	Consideration of cultural and professional characteristics	Efforts to ensure that public service reflects the diversity of Singapore's multicultural society.	Strictly regulated working conditions and work regulations	Flexible schedule and remote work format
SSC	Centralized services for processing personnel operations	Centralized service for HR and other processes	The SSC has not been developed	Pilot testing. The practice of implementing a SSC has not been continued
Results	Increased productivity, reduced staff turnover	It is given as an example as one of the successful public service systems	Digitalization of the sphere of interaction with citizens	Starting this year, a trend has been set towards modernizing the civil service through digitalization and AI
Table 1 was compiled by the authors on the basis of the official websites of the authorized bodies [12; 13; 14; 15]				

Recommendations based on the results of the comparative analysis:

– integration of HR services. To create one unified digital system for personnel management: selection and recruitment, training, performance assessment, motivation and retention, career growth (South Korea);

– automation of processes through the use of AI for the recruitment process and career planning (South Korea);

– development of training platforms for civil servants and integration of the results with the main system (South Korea);

– development of experience exchange programs for civil servants of Kazakhstan in Korea;

– meeting the growing expectations of the public for greater transparency, inclusivity and high quality of service (Singapore);

– strengthening cybersecurity measures as digital transformation accelerates (Singapore);

– advanced technological modernization (Japan).

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Conclusion

The modernization and digital transformation of HRM in the public sector constitute a fundamental dimension of administrative reform, particularly within the context of Kazakhstan's civil service. This study has conducted a rigorous cross-country comparative analysis, systematically examining the best practices of digitally advanced nations, namely, the Republic of Korea, Japan, and Singapore. By leveraging a benchmarking approach, the research has identified critical strategies and technological interventions that hold potential applicability for optimizing Kazakhstan's public administration.

The empirical findings underscore that the integration of advanced digital solutions within HRM frameworks substantially enhances administrative efficiency, institutional transparency, and the overall quality of public service delivery. The study highlights the pivotal role of artificial intelligence, big data analytics, and automation in streamlining HR processes, optimizing workforce management, and facilitating data-driven decision-making. Despite inherent challenges, including limitations in data availability, cross-cultural divergences, and institutional constraints, the comparative analysis yields valuable insights into the prerequisites and enablers of effective digital HRM implementation.

Drawing on the research outcomes, several policy interventions are proposed to enhance the effectiveness of HRM within Kazakhstan's civil service. These recommendations include the adoption of AI-driven HR analytics to

support evidence-based decision-making, the development and deployment of centralized digital HR platforms to facilitate seamless personnel management, and the advancement of digital literacy initiatives for public servants to foster technological competence. Furthermore, establishing a robust governance and regulatory framework is imperative to ensure data security, ethical compliance, and the responsible deployment of digital HRM solutions.

In conclusion, the strategic adaptation of international best practices to Kazakhstan's administrative ecosystem has the potential to drive significant improvements in public sector HRM. By embracing digital transformation and aligning with globally recognized HRM standards, the Kazakhstani civil service can achieve higher levels of operational efficiency, transparency, and responsiveness, thereby reinforcing its capacity to meet contemporary governance challenges.

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АДАМ РЕСУРСТАРЫН БАСҚАРУДЫҢ ЦИФРЛЫҚ ТРАНСФОРМАЦИЯСЫ: ЕЛАРАЛЫҚ ПЕРСПЕКТИВА

Зерттеуде Қазақстандық мемлекеттік қызметке арналған практикалық ұсынымдарды тұжырымдау мақсатында Корея Республикасында, Жапонияда және Сингапурда персоналды цифрлық басқару практикаларына еларалық салыстырмалы талдау жүргізіледі. Ол жасанды интеллект, автоматтандыру, үлкен деректерді талдау және цифрлық платформалардың персоналды басқару процестерін оңтайландыруға, әкімшілік тиімділікті арттыруға және персоналды басқаруды жақсартуға әсерін зерттейді. Салыстырмалы талдау әдіснамасын пайдалана отырып, зерттеу цифрлық экономикасы дамыған елдерде персоналды басқару, кадрларды іріктеу, тиімділікті бағалау және кәсіби даму саласындағы үздік тәжірибелерді жүйелі түрде талдайды.

Деректерге қол жеткізуді шектеу және институционалдық айырмашылықтар сияқты проблемаларға қарамастан, зерттеуде жасанды интеллект арқылы персоналды іріктеуді, персоналды оқытудың цифрлық платформаларын және білім алмасу жөніндегі халықаралық бастамаларды қоса алғанда, Қазақстанның мемлекеттік секторы үшін практикалық ұсынымдар ұсынылады. Зерттеуде персоналды басқаруды цифрландыру саласындағы үздік әлемдік тәжірибелерді интеграциялау Қазақстанның мемлекеттік қызметінің жұмысын оның тиімділігін, ашықтығын және қазіргі заманғы басқару талаптарына бейімделуін арттыра отырып, айтарлықтай жақсарта алады деген қорытындыға келеді. Цифрлық трансформация үшін жасанды интеллекттің озық технологияларын пайдалану, үлкен деректерді талдау, деректерге негізделген шешімдер қабылдау, сондай-ақ мемлекеттік қызметшілер мен халықтың цифрлық сауаттылығын арттыру ұсынылды.

Кілтті сөздер: адами ресурстарды басқару, экожүйе, орталықтандырылған қызметтер, цифрландыру, мемлекеттік қызмет, салыстырмалы талдау.

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ЦИФРОВАЯ ТРАНСФОРМАЦИЯ УПРАВЛЕНИЯ ЧЕЛОВЕЧЕСКИМИ РЕСУРСАМИ: МЕЖСТРАНОВАЯ ПЕРСПЕКТИВА

В исследовании проводится межстрановой сравнительный анализ практик цифрового управления персоналом в Республике Корея, Японии и Сингапуре с целью формулирования практических рекомендаций для казахстанской государственной службы. В нем исследуется влияние искусственного интеллекта, автоматизации, анализа больших данных и цифровых платформ на оптимизацию процессов управления персоналом, повышение административной эффективности и совершенствование управления персоналом. Используя методологию сравнительного анализа, в исследовании систематически анализируются лучшие практики в области управления персоналом, подбора персонала, оценки эффективности и профессионального развития в странах с развитой цифровой экономикой.

Несмотря на такие проблемы, как ограничения доступа к данным и институциональные различия, в исследовании предлагаются практические рекомендации для государственного сектора Казахстана, включая подбор персонала с помощью искусственного интеллекта, цифровые платформы обучения персонала и международные инициативы по обмену знаниями. В исследовании сделан вывод о том, что интеграция лучших мировых практик в области цифровизации управления персоналом может значительно улучшить работу государственной службы Казахстана, повысив ее эффективность, прозрачность и адаптивность к требованиям современного управления. Для

цифровой трансформации предложено использовать передовые технологии искусственного интеллекта, анализа больших данных, принятия решений, основанных на данных, а также повышение цифровой грамотности государственных служащих и населения.

Ключевые слова: управление человеческими ресурсами, экосистема, централизованные службы, цифровизация, государственная служба, сравнительный анализ.

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